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Country programme document for Saudi Arabia (2017-2021)

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I. Programme rationale

1. The Kingdom of Saudi Arabia is a high-income country with a per-capita gross domestic product of $17,819 and total gross domestic product of $752 billion in 2014[1]. Saudi Arabia had a population of approximately 31 million in 2014, comprising 21 million Saudis and 10 million expatriates[2] from other countries. Almost half the population is below the age of 24[3]. Its 2014 human development indicator was 0.837 – placing it in the 'very high human development' category – 39th out of 188 countries and territories[4].

2. The ninth national development plan, 2009-2014, contributed to economic growth, job opportunities, increased income, expansion of infrastructure projects, establishment of basic industries, expansion of public health services, and construction of public facilities. It led to continuous improvement of citizens' standard of living and quality of life. During that period, real economic growth rate averaged 4 per cent. A number of programmes were implemented to increase employment among Saudis[5]. Saudi Arabia has achieved all the Millennium Development Goals at the national level. Since 2015, however, its fiscal performance has been marked by a decrease in government revenues, driven mainly by lower oil prices and the war in Yemen.

3. Despite the progress made over the past years, a number of challenges remain. These include: diversifying the economy; building Saudi human capacities to lead and participate in the new industrial and service sectors, thereby decreasing reliance on foreign workers; translating national policies into human development gains through improved governance and public administration; developing capacities to ensure that growth proceeds with equity, respecting human rights, women, youth, the vulnerable and disabled, in different regions[6]; and engaging in global issues of climate change and environment. Adoption and adaptation of the sustainable development goals will provide an opportunity to ensure integrated policy approaches to address the challenges at hand with clearly defined targets for coordinated implementation.

4. With the high dependence on the petroleum sector, accounting for roughly 80 per cent of revenues, 45 per cent of gross domestic product, and 90 per cent of export earnings, Saudi Arabia is encouraging diversification of the economy through growth of the private sector and increased employment of Saudi nationals. The Government is particularly focused on employing the large youth population, particularly in the private sector. To create an active and productive private sector it will be essential to raise the skill-level of Saudi workers through education and training.

5. Saudi Arabia has made a major achievement with regard to the political and economic empowerment of women, who account for 20 per cent of members of the Shura Council. Women voted and stood as candidates in municipal elections for the first time in December 2015. The voting age was lowered to 18 to allow for more youth participation. Twenty-one women secured municipal council seats in different regions of the country. Women's participation in the job market is increasing, and new work opportunities have been opening in the private sector. The largest portion of Saudis work in the government sector (66 per cent of the total employed Saudis, with males constituting about 53 per cent and females about 13 per cent.[7]) Although women's participation in higher education is elevated, the unemployment rate

[1] http://www.mep.gov.sa/themes/Dashboard/index.jsp
[2] http://cdsi.gov.sa/english/index.php?option=com_docman&Itemid=160)
[3] http://www.indexmundi.com/saudi_arabia/demographics_profile.html
[4] Human Development Report, 2015
[5] https://www.mol.gov.sa/
[6] United Nations common country analysis - Saudi Arabia, December 2015
[7] Saudi economic report 2014

among women remains at 33.3 per cent[8]. Unemployment is high among youth gradutes from universities, reaching 5 per cent among men and as high as 34 per cent among women in 2014[9]. The gender inequality index value for Saudi Arabia is 0.284 globally, ranking 56th [10]. Job-matching between graduates and industry needs is a challenge.

6. Among the sweeping changes for improved strategic direction, policy-setting, and coordination, the King created a council of economic and development affairs consisting of S18 ministries and chaired by the Deputy Crown Prince and the Minister of Defence. CEDA took the lead in an ambitious transformative agenda with the release, in April 2016, of the Saudi 'Vision 2030'. The goals include diversifying the economy away from its dependence on oil; establishing an ample public investment fund through the sale of 5 per cent of Aramco; creating job opportunities for youth, with equal opportunities for men and women, primarily in the private sector; focusing on the promotion of small and medium enterprises; and privatizing national entities. A national transformation plan is being prepared, which will articulate in greater detail the pathway to achieving Saudi Vision 2030. UNDP will work with the Government to mainstream the sustainable development goals into Vision 2030 and the national transformation plan.

7. During the previous cycle, UNDP supported the formulation and/or implementation of national strategies and policies in the energy, water, youth, urban, tourism, and food and drug sectors. UNDP technical expertise assisted in formulating strategies and action plans, as well as economic modelling, to assist the Ministry of Economy and Planning, and the Ministry of Municipalities and Rural Affairs, including at provincial levels, in developing urban indicators. UNDP provided support for the development of national capacities and institutions such as the Saudi Energy Efficiency Centre (SEEC). UNDP provided long- and short-term advisory services to partners on policy development and strategic direction-setting. During the last cycle, UNDP engaged in its first-ever partnerships with non-governmental organizations concerning women's economic empowerment and the promotion of volunteerism. Through the efforts of a UNDP country office project, the 'Digital Good' global project was launched – the first global platform to mobilize resources from the public for achievement of the sustainable development goals.

8. At the UNDP country office meeting with its partners, in February 2015, for a midterm review of the country programme, and other meetings that followed, it was agreed that early engagement in the formulation of the country programme resulted in stronger ownership and better implementation of projects. Successful engagement in certain sectors positioned UNDP and Saudi Arabia for further work towards the sustainable development goals. The success of some projects proved scalable (development of the Al-Madinah urban observatory, for example). At the meeting, UNDP partners requested an increase in the capacity of the country office to provide rapid support to national programmes and to enable UNDP to engage in such areas as quality of education, environmental protection, social affairs and youth participation in development. However, the overall findings from the review and the evaluations conducted during the period of the country programme suggested that the scope of UNDP interventions was already very broad. The review suggested that UNDP programming lacked clear gender mainstreaming, human rights-based approaches, and monitoring and evaluation plans at the output levels.

9. Other challenges identified were: the difficulty of applying results-based management in the Saudi context; the need for exit strategies; and the lack of seed funding to formulate innovative interventions. In the proposed country programme, social and environmental assessments will be conducted for each project, and exit strategies prepared in line with the

[8] http://www.sama.gov.sa/en-US/EconomicReports/AnnualReport/5600_R_Annual_En_51_Apx.pdf
[9] Saudi economic report for 2014, Ministry of Economy and Planning
[10] http://hdr.undp.org/en/composite/GII

UNDP strategic plan and new UNDP quality control guidelines. Programme risks have been identified, and a risk management and mitigation plan will be drafted.

10. The root causes of many of the challenges identified in paragraph 3, above, are the high dependency of the country on petroleum, and cultural barriers. The underlying causes are seen in imbalances in the labor market; socioeconomic inequities at subnational levels, and by gender; limited civil society participation; inadequate institutionalization of a human rights culture; and inefficient utilization of natural resources; and insufficient elimination of practices that harm the environment.

11. The main strategic thrust of the country programme is to support Saudi Arabia in its vision of a diversified economy for sustainable development, recognizing the underlying and root causes for the challenges and taking into account the national vision and plans. The common country analysis[11] identified and validated four national priorities during the partners' meeting: (a) knowledge-based equitable and sustainable economic development, underpinned by innovation and improved infrastructure; (b) effective and equitable delivery of social services for improved quality of life; (c) sustainable natural and cultural resources management, use, and preservation; and (d) an equitable, efficient, responsive and accountable public sector to ensure development gains continue in an equitable and sustainable manner.

12. Based on the common country analysis, the 'theory of change' identified two priority themes as key focus areas for the UNDP contribution to long-term development: (a) education and innovation, to support private sector development through the provision of highly qualified Saudi professionals (including youth and women) as a means of aiding economic diversification, reducing reliance on state-run industries, and achieving long-term economic stability; and (b) leadership and governance, to support the government aim of greater efficiency and openness. The second area will, in turn, support more effective public sector interventions, including sustainable natural resource management (non-oil).

13. The UNDP comparative advantage in confronting these challenges in the net-contributor country context lies in providing support for national strategy development and policy formulation based on international experiences, and strengthening institutional national capacities for the achievement of the sustainable development goals. UNDP, as a trusted partner to government entities, will stand ready to provide advisory services especially in the current context and for the implementation and global reporting that achievement of the goals will entail. Since Saudi Arabia is a net contributor country, the country programme must be flexible enough to adapt to nationally expressed needs during the programme cycle.

14. Based on the above analysis and the sustainable development goals, UNDP has identified three programme priorities for the new country programme. These are aligned with the national priorities articulated in Vision 2030, the tenth national development plan, and the UNDP strategic plan. They address areas of diversification and growth; employment and vulnerability; access to efficient public services; and non-oil natural resources management. The potential of scaling and scalability of various interventions, as well as stronger gender equity, youth participation, and South-South cooperation, will be reflected throughout.

II. Programme priorities and partnerships

15. The above focus areas translate into three proposed pillars for the new country programme:

(a) Pillar 1. Sustainable economic and social development;
(b) Pillar 2. Public sector efficiency
(c) Pillar 3. Sustainable natural resources management

[11] United Nations country team, Saudi Arabia, December 2015

16. The implementation strategy under each pillar will be twofold: (a) provision of technical assistance towards the development of national level policies and strategies, and (b) support to national institutional capacities and on-the-job learning. UNDP will support the Government in mainstreaming the sustainable development goals under the mainstreaming, acceleration and policy support approach of the United Nations Development Group, providing policy support in relevant areas of its expertise identified through the adaptation of the sustainable development goals to the Saudi context. Linkages between the pillars stem from the fact that improvements in education and productivity will expand diversification and improve efficiency and effectiveness, thus providing better public services, improved management of non-oil resources, and decreased vulnerabilities, since policies target the whole population – including women and youth. Cross-cutting issues such as South-South cooperation; human rights; women's and youth empowerment will also be addressed. The UNDP contribution is intended to cover gaps identified by the Government to support scaling horizontally and vertically. UNDP will facilitate access to international and United Nations expertise and global best practices. The country office will advocate for the preparation of national sustainable development reports covering progress towards the goals.

Pillar 1. Knowledge-based, equitable sustainable economic and social development (sustainable development goal 1, no poverty; goal 4, high-quality education; goal 8, decent work and economic growth; goal 10, reduced inequalities; and goal 16, peace, justice and strong institutions)

17. Numerous economic challenges must be overcome in order to meet the objective of achieving knowledge-based, equitable sustainable economic and social development. They encompass the need for diversification of the economy away from one-source dependency; privatization; and promotion of the private sector. This will require the creation of an enabling environment through regulations, infrastructure and institutional capacity development. Increased public expenditures (see pillar 2) are also essential, as is the enhancement of the knowledge economy and competitiveness, taking into account the need for pro-poor growth, youth unemployment and provision of employment opportunities, quality education and innovation.[12]

18. Using an integrated approach, pillar 1 will contribute to increasing the employment of qualified nationals (with a focus on youth and women) in productive sectors. UNDP will support the development of policies and strategies – as well as needed education reform – to meet the market demand, contributing towards a more diversified, knowledge-based economy The achievement of UNDP efforts will be measured through the increase in numbers of youth accessing the labour market with appropriately adapted skills This will be accomplished through the following activities:

(a) Support for government public policy reforms and economic transformation, including in urban areas (and including housing), in cooperation with UN-Habitat.

(b) Focus on education evaluation and reform, and skills-building by increasing the technical, technological and organizational capabilities of the relevant government entities, and monitoring and evaluating of educational outputs to ensure high-quality, job-market geared education for men and women, using technical expertise in cooperation with the United Nations Educational, Scientific and Cultural Organization and the Regional Centre of Quality and Excellence in Education in Saudi Arabia.

19. Contributing to the government priority of diversification and job creation, UNDP will help strengthen institutions and mechanisms to improve job-matching and the introduction of innovative tools. While providing better information about job opportunities to youth is a large step forward that can be achieved through innovative technological means, information alone is not enough. More can be done to ensure youth have access to career guidance, career planning,

[12] United Nations common country analysis, United Nations country team, Saudi Arabia, December 2015

and entrepreneurship training, so that they are able to pursue the best career paths for themselves, particularly Saudi students studying abroad (males, 74 per cent; females, 26 per cent), with employment expectations upon their return[13]. This will be achieved by working in partnership with emerging sectors such as non-religious tourism with the Saudi Culture, Tourism and National Heritage body; the private sector, represented by the Saudi Chamber of Commerce and Industry; and academia, such as King Saud University.

20. UNDP assistance to knowledge-based development will ensure that capacities are built at more than one level through partnerships with various government entities to develop and implement policies and strategies towards equitable sustainable development. Achievements and challenges will be documented through national reporting on the sustainable development goals.

21. All activities conducted under pillar 1 will be coordinated with development interventions under pillars 2 and 3. This will ensure that activities are incorporated into development planning work for greater coherence and sustainability, promoting gender- and youth-sensitive approaches to all outputs, and strong capacity development for all stakeholders to ensure sustainability. Full participation of youth and women must be ensured in all processes, especially through the provision of 'innovation camps' targeting a wide array of sectors such as social, urban planning, labor, education and entrepreneurship.

Pillar 2. Equitable, accountable, effective and efficient public sector (goal 1, no poverty; goal 8, decent work and economic growth; goal 9, industry innovation infrastructure; goal 11, sustainable cities and communities; and goal 16, peace, justice and strong institutions)

22. Local adaptation of the sustainable development goals should translate into the transparent and accountable provision of public goods and services. This is a crucial aspect of healthy socioeconomic development. Citizens' access to high-quality basic services such as water and sanitation, health care, schooling, housing and transportation enhances their well-being. Access to sustainable transportation and telecommunications systems lowers transaction costs, leading to improvements in trade and economic activities. This can be achieved through a participatory approach, improved capacities, and the proper implementation of system tools (such as urban indicators).

23. UNDP will focus on capacity development for the efficiency, effectiveness, and accountability of public institutions and service delivery through outputs addressing various aspects of governance. It will provide assistance in improving public finance and public performance measurement systems, and will help in the provision of capacity development to ensure innovative national research data-collection capacities and strengthen systems for evidence-based decision-making in the social sector. Cross-cutting issues of human rights will be considered in view of the recent engagement of Saudi Arabia with the Office of the High Commissioner for Human Rights in support of capacity development for the Saudi Human Rights Commission. UNDP will promote the adherence of all partnerships to human rights principles, such as providing equal opportunities for men and women.

24. UNDP will continue to provide assistance in economic modelling as required, to improve the efficiency of the government subsidies system, as well as with regard to forging public-private partnerships and developing privatization policies. UNDP will focus on the assistance provided to national partners to ensure sustainable, high-quality public services in an equitable and measurable manner, including key performance indicators and urban indicators. UNDP will work in partnership with an array of government entities, including the Ministry of Roads and

[13] http://ohe.mohe.gov.sa/Lists/OHEReports/Attachments/14/Report.pdf

Transport, the Ministry of Municipal and Rural Affairs, the Ministry of Economy and Planning, the Ministry of Housing, and the Arriyad Development Authority.

25. Recent changes within the social sector in Saudi Arabia, especially pertaining to the new regulations, are designed to develop and protect non-governmental organizations, allowing them to participate effectively in national development[14]. They aim to strengthen citizens' participation, utilize the culture of volunteerism, and realize social solidarity in the country, addressing issues of vulnerability and disability and strengthening the role of the Kingdom in providing humanitarian assistance and development support. UNDP will work directly with Ministry of Social Affairs, the King Salman Humanitarian Aid and Relief Centre, and the King Abdallah Bin Abdulaziz Centre for National Dialogue. UNDP will also work with non-governmental organizations to assist in capacity development towards the formulation and implementation of their strategies, focusing on the promotion of innovative and participatory approaches to maximizing the impact of national social welfare.

26. The country office plans to deepen its strategic partnership with the Central Department of Statistics and Information to support national capacities in data collection. During the course of the country programme, evidence will be collected from a large number of sources, including national accounts, periodic reporting, and regional, urban and country-specific indicators for the sustainable development goals, as well as disaggregated data on women and youth. UNDP will work in partnership with the Department of Economic and Social Affairs (UNDESA), the Economic and Social Commission for Western Asia (ESCWA), and UNFPA.

Pillar 3. Sustainable natural and cultural resources management, use and preservation (SDG 6, clean water and sanitation; SDG 9, industry innovation infrastructure; SDG 12, responsible consumption production; SDG 13, climate action; and SDG 15, life on land

27. Sustainable development means that development is sensitive to the needs of people and the planet, in particular through environmentally sustainable extraction and use of natural resources. Sustainable economies must be supported by renewable resources and the sustainable management of resources through strong environmental policies, proper enforcement, and increased awareness, as well as the preservation of national heritage.

28. To assist the Government in its efforts to improve the sustainable management of non-oil natural resources, UNDP will work with local and international partners to expand access to cleaner energy services and promote low-emissions technology. Achievements under this pillar will be measured by the degree to which proper energy-efficient and water conservation policies are being implemented and contribute to decreased energy and water consumption. Surveys used to gauge public and industrial awareness will be efficient tools to measure awareness level attained.

29. UNDP will offer assistance to partners, when requested, on matters related to curbing the effects of climate change in both mitigation and adaptation. UNDP will work with the relevant authorities – the Ministry of Economy and Planning, the Ministry of Petroleum and Minerals (focal point for the United Nations Convention on Climate Change), the Saudi Energy Efficiency Center, Ministry of Water and Electricity, the Saudi Wildlife Authority (focal point for the Convention on Biodiversity) and the Presidency of Meteorology and Environment (focal point for the Global Environment Facility). UNDP will assist at the level of polices, strategies, implementation of national action plans, and capacity development.

30. UNDP will explore ways to expand South-South and triangular cooperation (in energy efficiency, for example) as well as articulation of Saudi overseas development assistance through annual thematic studies and policy development. A recent study prepared by the

[14] https://www.hrw.org/news/2015/12/02/dispatches-better-late-never-saudi-arabia-approves-ngo-law

Government with the country office highlights that in 2014, Saudi Arabia, with overseas development assistance/ gross national income at 1.9 per cent, was the largest provider of such assistance.

31. Although the main area of country programme work concerns sustainable development goals 1, 8 and 16, activities conducted under pillar 1 will be coordinated with development interventions under pillars 2 and 3. Activities are incorporated for greater coherence and sustainability and the promotion of gender- and youth-sensitive approaches to all outputs, as well as strong capacity development for all stakeholders to ensure sustainability. Pillars 1 and 2 target sustainable development goals 1, 8 and 16, while pillar 3 interconnects with pillar 2 in connection with goal 9.

III. Programme and risk management

32. The programme will be nationally executed under the coordination of the Ministry of Foreign Affairs, as the coordinator on international cooperation, and the Ministry of Economy and Planning. National implementation will be the default implementation modality, for which UNDP will provide administrative and management support as needed.

33. In the office change management exercise, the focus will be on strengthening capacity to respond to the technical capacity requests of national counterparts and to ensure added value for UNDP in the country. To that end, the office will strengthen its capacity for policy analysis and monitoring and evaluation. Those functions will be institutionalized in projects through workshops, annual project reviews, and periodic field visits, to ensure quality assurance and monitoring. Projects will be aligned with the UNDP strategic plan parameters and the new UNDP social and environmental standards.

34. The office will apply for gender-equality seal certification to deliver transformational gender equality results. It will revise the existing gender strategy to be implemented, and a gender focal team will be activated to ensure gender mainstreaming across the projects and structures of the office, including operational processes.

35. The country office will coordinate with resident and non-resident United Nations partners, including UNDESA, ESCWA, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UN-Habitat. The country office will contribute to the implementation of the United Nations common country strategic framework and to the theme groups on South-South cooperation, sustainable development, youth, and gender. It will also strengthen project management national capacities by organizing annual workshops dedicated to improving national execution and results-based management.

36. Risks that could impede the achievement of the programme results are:

(a) *Reduction in funding for programme implementation.* With the decrease in national revenues, due to the fall in oil prices leading to an austerity plan and major cuts in public spending, continued pressure on the government budget is likely. This could lead to decreased funding for the UNDP country programme. To manage the risk of reduced resources, UNDP, with non-traditional partners such the private sector, will explore ways to facilitate public-private partnerships to leverage funds needed for the implementation of interventions in this cycle. Although Saudi Arabia is net contributor country, a resource mobilization strategy will be developed to reflect planned efforts with possible national partners.

(b) *Risks related to areas the Government may not wish UNDP to be engaged in.* With the formulation of the country programme in consultation with the focal ministry, and through continued demonstration of added value, UNDP will ensure that all aspects are covered and that there is an annual review of opportunities and challenges.

(c) *Institutional changes.* The establishment of the new National Centre for Public Agencies Performance Measurement[15] could affect the turnover of government counterparts, creating a potential risk to the continuity and timely implementation of some projects. UNDP will ensure proper project implementation structure is in place to provide continuity for the programme implementation.

(d) *Government contribution to local office costs not increasing, leading to difficulties in mobilizing necessary resources UNDP staff in Saudi Arabia.* The new country office structure will be implemented conservatively to ensure the sustainability of staffing structure and programmes.

(e) *Security risks due to terrorist attacks.* Security measure will be taken following United Nations Department of Safety and Security criteria.

37. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the programme and operations policies and procedures and the internal controls framework.

IV. Monitoring and evaluation

38. During the course of the previous country programme, 2011-2016, the country office held three training workshops on results-based management for national counterparts. The objectives were to develop capacities in monitoring, and to encourage evaluation during project implementation. The importance of proper data collection and provision of evidence in annual reports was made clear. The workshops stressed the importance of reporting and sowed the seed of monitoring in our national counterparts, and of considering the annual progress report as a measurement of project achievement rather than merely a compliance exercise. There is room for improvement, especially with regard to proper data collection and evidence provision, but the change is now both evident and immutable. At the suggestion of UNDP, some projects have agreed to optional midterm and final evaluations, and have been responsive to the outcome evaluations. All new projects will encourage partners to include a budget line for evaluations during their design phase.

39. In 2015, the country office launched the preparatory stages of a programme to ensure proper monitoring of the country programme, 2017-2021. This involved aligning the new project indicators with those of the UNDP strategic plan. The office intends to institutionalize mechanisms for planning and monitoring and evaluation at the programme level, including annual planning meetings and midterm annual reviews. The UNDP effort to build the capacity of the Statistics Commission will strengthen the ability of the country office to capture needed data and relevant statistics in evaluating the various programmes.

[15] http://www.saudi.gov.sa/wps/portal/SaudiPages/Pages/organizationDetails/CT-organization-National%20Center%20for%20Public%20Agencies%20Performance%20Measurement/?gadCode=CT-organization-National%20Center%20for%20Public%20Agencies%20Performance%20Measurement

Annex. Results and resources framework for Saudi Arabia, 2017-2021

National priority or goal ***(related to sustainable development goal – SDG – 1, no poverty; SDG 4, high-quality education; SDG 8, decent work and economic growth; SDG 10, reduced inequalities; and SDG 16, peace, justice, and strong institutions)***

Increasing the added value of natural resources in the national economy, diversifying their sources and ensuring their sustainability, while protecting the environment and conserving wildlife
Improving the entrepreneurial, cognitive and physical capacities of youth to participate efficiently in the development process
Developing human resources, upgrading productivity and expanding options in acquiring knowledge, skills and experience
Empowering women and increasing their contribution to various fields of development
Transitioning to a knowledge-based economy and a knowledge society
Strengthening social safety networks and family and child care
Strengthening the process of institutional reform, supporting civil society institutions, and increasing the efficiency and productivity of government bodies and employees

UNDAF or equivalent outcome involving UNDP, No. 1. ***Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure***

Related strategic plan outcome (from strategic plan, 2014-2017) No. 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

UNDAF outcome indicators, baselines, targets	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs *(including indicators, baselines, targets)*	Major partners, partnerships, frameworks	Indicative resources by outcome (in $ thousands)
Indicator: **national unemployment rate (disaggregated by gender)** ***Baseline:*** 2014 unemployment rate *Male:* 9.9%, *Female:* 33.3% ***Target:*** 2019 Unemployment rate: *male*, 3.9%, *female*, 11.1%	Ministry of Economy and Planning (MOEP) Tenth national development plan Key performance indicators Human Development Report annual	***Output 1.1. National policies developed to promote economic diversification with a focus on increased employment of nationals*** **Indicator 1.1.1.** National diversification strategy formulated and finalized **Baseline:** No existing national diversification strategy **Target:** National diversification strategy finalized **Data source, frequency:** MOEP, Council for Economic and Development Affairs (CEDA), Ministry of Municipal and Rural Affairs (MOMRA), annual reporting. **Indicator 1.1.2.** Number of new non-oil national initiatives **Baseline**: 0 in 2015 (oil sector accounted for 41.8% of gross domestic product in 2014[16]) **Target**: 3 new non-oil interventions **Data source, frequency:** Tenth national development plan (NDP), tourism, information and research website, annual ***Output 1.2. National institutions strengthened to enhance the skills of Saudi youth through quality of education making them 'fit for employment' in a diversified economy***	MOEP Public Education Evaluation Commission (PEEC), King Saud University, Ministry of Education, Ministry of Labour MOMRA CEDA Saudi Commission for Tourism and National Heritage Saudi Chamber of Commerce and Industry UN-Habitat UNESCO – Regional Centre of Quality and Excellence in Education	**Regular** **Government cost-sharing 40,000**

[16] http://www.banksaudigroup.com/GroupWebsite/openAudiFile.aspx?id=2673

		Indicator 1.2.1. Framework of public education quality assurance systems developed **Baseline:** Weak education quality assurance system in place **Target:** Education quality assurance system finalized **Data source, frequency:** PEEC, annual ***Output 1.3. Urban policies developed to boost emerging national priorities*** **Indicator 1.3.1.** Key performance indicators (KPIs) measuring performance of the policies of the national spatial strategy directives developed **Baseline:** No **Target:** Yes **Data source, frequency:** MOMRA, annual		
National priority or goal ***(related to SDG 1, no poverty; SDG 8, decent work and economic growth; SDG 9, industry innovation infrastructure; SDG 11, sustainable cities and communities; and SDG 16, peace, justice and strong institutions).*** Improving the entrepreneurial, cognitive and physical capacities of youth to participate efficiently in the development process Empowering women and increasing their contribution to various fields of development Improving the efficiency of public services and facilities provided to people, and increasing their availability in achieving balanced development among the provinces of the Kingdom Raising the productivity of the national economy Enhancing the process of institutional reform, supporting civil society institutions, and raising the efficiency and productivity of government bodies and employees Deepening the principles of accountability and transparency, protecting integrity and combating corruption				
UNDAF or equivalent outcome involving UNDP No. 2. ***Public sector strengthened through improved efficiency, effectiveness, equity and accountability***				
Related strategic plan outcome (from strategic plan, 2014-2017) No. 3. Countries have strengthened institutions to progressively deliver universal access to basic services				
Indicator: **Ease of Doing Business rank** ***Baseline:*** ranked 82 (2015) ***Target:*** 72	***Data source, frequency:*** ***World Bank, annual***	***Output 2.1. National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and the national transformation plan*** **Indicator 2.1.1.** Number of new national policies for key sectors (health, education and training, transport, municipal services, private sector and domestic trade) formulated with SDGs incorporated. **Baseline**: 0 new national policies incorporating SDGs. (SDGs endorsed globally in 2014) **Target**: 4 **Data source, frequency:** MOEP, biennial **Indicator 2.1.2.** National census implemented incorporating requirements of system of national accounts (SNA) **Baseline:** Latest census conducted in 2009 with minimum requirements of system of national accounts **Target:** National census conducted and fully incorporates	MOEP Central Department of Statistics and Information CEDA Ministry of Social Affairs (MOSA) Ministry of Civil Service Arriyad Development Authority UNDESA ESCWA UNFPA United Nations Institute for Training and Research	**Regular** **Government cost-sharing 50,000** **Third-party cost-sharing: 30**

		the requirements of SNA **Data source, frequency:** Central Department of Statistics and Information, 5 years **Indicator 2.1.3.** Number of national SDG reports produced and published **Baseline:** 0 **Target:** 2 **Data source, frequency:** MOEP, two-years **Indicator 2.1.4.** Number of nationals trained on SDGs national implementation and reporting **Baseline:** No training on SDGs held in 2015 **Target:** 3 workshops held on SDGs mainstreaming **Data source:** MOEP annual report ***Output 2.2: Public performance measurement systems improved*** **Indicator 2.2.1.** KPIs institutionalized in annual reports of key government ministries **Baseline:** KPIs not yet institutionalized in government reporting. However, KPIs were formulated for the first time for 75 sectors to measure delivery of 10th national development plan (NDP) **Target:** Annual reports of key government ministries incorporate KPIs **Data source, frequency:** MOEP, annual ***Output 2.3. Innovative approaches promoted to enhance the impact of national social welfare initiatives*** **Indicator 2.3.1.** Number of innovative initiatives developed as a result of social innovation labs **Baseline:** 0 innovative initiatives, as no social innovation labs exist in MOSA. **Target:** 2 initiatives developed as a result of social innovation labs held **Data source, frequency:** Tenth NDP		

National priority or goal ***(related to SDG 6, clean water and sanitation; SDG 9, industry innovation infrastructure; SDG 12, responsible consumption production; SDG 13, climate action; and SDG 15, life on land).*** **Raising the added value of natural resources in the national economy, diversifying their sources and ensuring their sustainability, while protecting the environment and conserving wildlife Raising the productivity of the national economy**				
UNDAF or equivalent outcome involving UNDP No. 3. ***Improved management of non-oil natural resources and preservation of culture and heritage***				
Related strategic plan outcome (from strategic plan 2014-2017) No 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded				
Indicator: **per-capita energy consumption** ***Baseline:*** Per-capita energy consumption 8,654 Kwh ***Target:*** per-capita energy consumption, 10,397 Kwh, 2020 ***Indicator:*** **Percentage annual decrease in agricultural water consumption** ***Baseline:*** 0 (irrigation water use in 2012 reached 17.0 billion cubic metres) ***Target:*** annual decrease of 6.8%[17]		***Output 3.1. National capacities developed for better management of non-oil natural resources*** **Indicator 3.1.1.** Integrated Water Resources Management (IWRM) principles reviewed and mainstreamed into national policies **Baseline:** IWRM principles under review **Target:** IWRM principles finalized and incorporated in national policies **Data source, frequency:** National Water Strategy, biennial ***Output 3.2. Better informed public on natural resources conservation issues*** **Indicator 3.2.1.** Number of natural resources awareness campaigns conducted **Baseline:** 0 natural resources awareness campaigns conducted **Target:** 10 **Data source, frequency**: Saudi Energy Efficiency Centre (SEEC), *Ministry of Water and Electricity* (MOWE), annual ***Output 3.3. Access to low emission technology promoted*** **Indicator 3.3.1.** Energy efficiency labels drafted covering all pertinent sectors **Baseline:** Energy efficiency labels and standards issued in household appliance, building and transportation sector **Target:** Energy efficiency labels drafted for industrial, commercial and residential sector end-use equipment **Data source, frequency:** SEEC, annual	SEEC King Abdulaziz Centre for Science and Technology Ministry of Petroleum and Minerals Presidency of Meteorology and Environment MOWE	**Regular** **Government cost-sharing 40,000**

[17] Tenth national development plan